<table>
<thead>
<tr>
<th>ENGAGE EXECUTIVES</th>
<th>INVEST IN PEOPLE</th>
<th>ACCESS CAPITAL</th>
<th>MANAGE PROJECTS &amp; DATA</th>
<th>SHARE RESULTS</th>
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</thead>
</table>
| **LEADING 4.0**   | • Organization-wide absolute goals  
                    • EM updates shared with executives weekly | • Several FTE dedicated to EM organization-wide  
                                                • Significant expertise in EM  
                                                • Cross-functioning team always implements EM  
                                                • Nearly all employees regularly engaged in improving EM | • Significant funding  
                                                    • Projects can almost always get budget approval  
                                                    • All employees know how to obtain funding through a transparent and formal process | • Always looking to identify new projects  
                                                                 • Typically implement projects with longer payback even when high risk  
                                                                 • Collect real-time energy data for most to all major assets  
                                                                 • Always model and measure savings from energy projects  
                                                                 • Always make decisions based on energy data | • Reporting to third party organizations and independent verification  
                                                                 • Actively engage our industry to improve EM practices |
| **ADVANCING 3.0**  | • Departmental or regional absolute goals  
                    • EM updates shared with executives monthly | • Multiple FTE dedicated to EM  
                                                • Moderate expertise in EM  
                                                • Cross-functioning team often works together to implement EM  
                                                • Most employees engaged in improving EM | • Moderate funding  
                                                    • Projects can often get budget approval  
                                                    • Most employees know how to obtain funding | • Consistently identify new projects  
                                                                 • Typically implement projects with longer paybacks if low risk  
                                                                 • Collect interval energy data for some major assets  
                                                                 • Often model and measure savings from projects  
                                                                 • Often make decisions based on energy data | • Reporting to third party organizations  
                                                                 • EM best practices are shared at events and via reports |
| **DEVELOPING 2.0** | • Organization-wide intensity-based goals  
                    • EM updates shared with executives quarterly | • One FTE dedicated to EM  
                                                • Some expertise in EM  
                                                • Cross-functioning team sometimes works together to implement EM  
                                                • Some employees engaged in improving EM | • Some funding  
                                                    • Projects can sometimes get budget approval  
                                                    • Some employees know how to obtain funding | • Identify projects opportunistically as they arise  
                                                                 • Typically implement projects with short paybacks, but sometimes consider longer paybacks  
                                                                 • Collect interval energy data for a few major assets  
                                                                 • Sometimes both model and measure savings from energy projects  
                                                                 • Sometimes make decisions based on energy data | • Regular reporting via organization’s own communication channels  
                                                                 • Company shares high level EM best practices |
| **EMERGING 1.0**   | • Departmental or regional intensity-based goals  
                    • EM updates shared with executives annually | • Partial EM responsibilities  
                                                • Very little expertise in EM  
                                                • Cross-functioning team occasionally works together to implement EM  
                                                • Few employees engaged in improving EM | • Very little funding  
                                                    • Projects can rarely get budget approval  
                                                    • Few employees know how to obtain funding | • Infrequently identify one-off projects  
                                                                 • Sometimes implement non-essential projects with short paybacks  
                                                                 • Collect some interval energy data (short-term period)  
                                                                 • Rarely model or measure savings from energy projects  
                                                                 • Rarely make decisions based on energy data | • Limited reporting via organization’s own communication channels  
                                                                 • EM best practices are sometimes shared in confidential conversations |
| **NONE or MINIMAL 0.0** | • No energy or GHG emissions reduction goals  
                                      • EM updates never shared with executives | • No EM responsibilities  
                                                • No expertise in EM  
                                                • No cross-functioning team to implement EM  
                                                • Almost no employees engaged in improving EM | • No funding  
                                                    • Projects can almost never get budget approval  
                                                    • Employees do not know how to obtain funding | • Do not look to identify new energy projects  
                                                                 • Only implement projects that are essential to keep systems functioning  
                                                                 • Do not track energy data or only collect energy data from monthly utility bills  
                                                                 • Never model or measure savings from energy projects  
                                                                 • Never make decisions based on energy data | • No reporting  
                                                                 • EM best practices are kept internal |

**Definitions**

**ABSOLUTE GOAL** – A goal that sets a firm cap on the energy consumption or greenhouse gas (GHG) emissions

**ASSETS** – Including major equipment, buildings, or other energy-consuming property

**CROSS-FUNCTIONING TEAM** – A team of employees, each with different core competencies and likely working in different divisions or departments of an organization (e.g. engineering, sustainability/CSR/EH&S, finance, IT, management)

**EM** – Energy Management

**FTE** – Full-time equivalent

**GHG** – Greenhouse gas(es)

**INTENSITY-BASED GOAL** – A goal that limits energy use or GHG emissions per some unit of measure (e.g. square foot, unit of product produced, employee)

**INTERVAL ENERGY DATA** – Energy data collected from submeter(s) in 5-minute, 15-minute, 30-minute or 1-hour increments

**THIRD PARTY ORGANIZATION** – Independent group that is not affiliated with the organization or the end-user of the products or services being verified for compliance: no commercial bias is present (e.g. CDP, GHG Protocol)